SERVICE

VALUE

SUCCESS

TRANSPORTATION
ADMINISTRATIVE
SERVICE CENTER

REPORT TO CUSTOMERS 1999

STRATEGIC PARTNERS FOR
21st CENTURY GOVERNMENT

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TASC 1999

REPORT TO

CUSTOMERS

TO

OUR

CUSTOMERS:

Four essential factors enable the Department to achieve its strategic goals in the 21st century: collaborative partnerships, strategies for developing a highly skilled, diverse workforce, effective use of communication and information technologies, and a strong customer service focus.

In 1996, DOT's Senior Management Council chartered TASC to create the kinds of strategic relationships that put achieving these goals within reach for organizations across the Department.

By providing DOT's operating administrations and other government customers with a comprehensive set of customized, cost-effective services within a consolidated service environment, TASC gives its customers the tools to maximize their efficiency and minimize costs. Specialized recruiting and training alternatives, state-of-the-art computing and telecommunications technology, overnight printing and distribution services, expedited passport and visa processing; a full range of tools and capabilities are now as close as your desktop. As a result, demand for TASC services continues to grow.

Total revenue increased 30% in FY 1999 for the third consecutive year, allowing TASC to shrink the cost of overhead — from 5 cents of every dollar spent with TASC in FY 1996 to 2 cents on the dollar this past fiscal year. We cut the cost of computer center operations by

DOT'S CORPORATE MANAGEMENT GOALS

Foster a diverse highly skilled workforce capable of meeting or exceeding our strategic goals with efficiency, innovation, and a constant focus on better serving our customers now and into the 21st century.

Advance a fast, safe, efficient, accessible and convenient transportation system for the 21st century through strategic planning, world-class research, better exchange of information on useful technological innovations, partnerships, research and education.

60% while tripling computing capacity. We reinvented what had been our Learning and Development business practice to dramatically reduce the cost and expand the range of course offerings. This is the kind of performance that any organization in the public or private sector would be proud to report.

TASC is indeed proud of its "behind the scenes" role in helping Government work better. In the pages that follow, we'll describe some of the ways that TASC's strategic partnerships enable the Department of Transportation and others to ensure that vital national interests are served and the quality of life of the American people is enhanced.

This report to customers highlights the successes we have built together as strategic partners for 21st century government. TASC's sound business planning, versatility, and customer-focused programs continue to enable the Department of Transportation to deliver the results customers want by providing practical government services that work better and cost less.

George C. Fields
Director

Improve mission performance, data sharing, system integrity, communications, and productivity by deploying information systems that are secure, reliable, compatible, and cost effective.

Deliver the results customers want through a government that works better, is more practical, and costs less.

Foster innovative and sound business practices as stewards of the public's resources.

STRATEGIC INITIATIVES

FOR 21ST CENTURY

GOVERNMENT

LIVABLE COMMUNITIES

TASC contributes to the advancement of DOT's Livable Communities initiative by partnering with the Federal Transit Administration to encourage Federal agencies to promote transit use by their employees. TASC developed a successful fare media distribution program and put economies of scale to work that saved seven Federal agencies and the U.S. House of Representatives the cost of developing their own transit benefit programs and lowered their cost of operating year after year. The real benefit for the American taxpayer is a significant effort to reduce congestion and pollution as Federal agencies contribute to creating more livable communities.
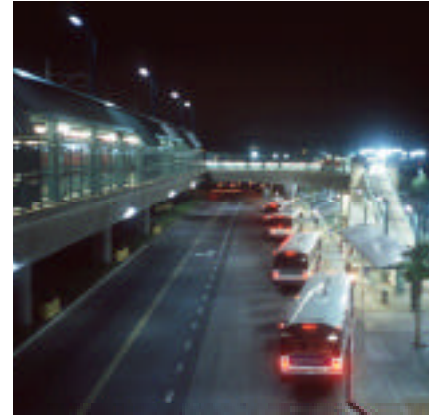
Y2K AND THE SMOOTH OPERATION OF GOVERNMENT

DOT's telephone systems, Intermodal Data Network, DOT Mail*Hub, and the enterprise server that supports such DOT mission-critical operations as the disbursement of Federal highway funds, underwent rigorous independent verification and validation and were all certified Y2K compliant. The FAA and United States Coast Guard, as well as the Securities Exchange Commission, the Environmental Protection Agency, the National Archives and Records Administration, and the Executive Office of the President also relied on TASC to supply the strategic partnerships, tools and approaches that made it possible for them to meet the Y2K challenge.

PUBLIC HEALTH AND SAFETY

The highest priority at the Department of Transportation is the safety of the travelling public. Providing drug and alcohol-free workplace programs and operating environments is one way that TASC contributes to DOT's efforts to eliminate transportation-related deaths, injuries and property damage. TASC has also partnered with the National Highway Traffic Safety Administration and the Office of National Drug Policy Control to expand the reach of the Department's

awareness programs and collect baseline data on testing programs for Federal employees who hold commercial driver's licenses.

ENSURING ACCESSIBILITY

To ensure that DOT does everything it can to enable employees with disabilities to contribute to the success of The Department's programs, TASC joined with DOT's Office of Civil Rights and the disability community to plan and begin operation of the Disability Resource Center. The Center addresses the needs of the Department's disability community by providing a ONE DOT focus for information and services in a comprehensive and cost-effective program.

PRACTICAL BUSINESS SOLUTIONS

TASC's expanded Information Technology Omnibus Procurement program, Millennium Solutions Center and Security Service Bureau, Transportation Virtual University, and Digital Document Center are just a few of the ways

TASC provides support for DOT's core missions and programs. By adopting a new model for acquiring Federal real estate, TASC coupled government and private sector expertise and practices to speed the new headquarters procurement process and make it less burdensome for potential developers and Federal evaluators alike. TASC will also partner with GSA to negotiate the most advantageous short-term lease possible until its current headquarters building can be renovated or construction at a new site is complete.

ENHANCED COMMUNICATIONS

TASC has the knowledge, skills, and technologies necessary to enable DOT's stakeholders, constituents, potential business partners, and the public to easily access the information they need and interact with DOT. In FY 2000, TASC will continue to improve the quality and economy of communication and e-commerce tools available to Department of Transportation employees and customers.

DOT'S FIRST

STRATEGIC GOAL:

SAFETY

Transportation safety remains the Department's highest priority. TASC supports DOT's operating administrations in several significant ways to ensure comprehensive and effective safety programs.

Citizens look to DOT to ensure that drug and alcohol use by workers in safety-sensitive positions does not compromise the safe operation of America's transportation systems.

DATA COLLECTION AND ANALYSIS

The Federal Motor Carrier Safety Administration, Federal Aviation Administration, Federal Railroad Administration, and the U.S. Coast Guard rely on TASC to provide quality data management services for industry drug and alcohol test results that support DOT decisions establishing industry testing rates each year. In FY 1999, TASC managed the design of a new system on behalf of OST's Office of Drug and Alcohol Policy and Compliance that will allow for electronic submission of industry testing data, improving data integrity, and speed the Department's ability to analyze the results.

DRUG AND ALCOHOL TESTING

DOT organizations play a major role in the safe operation of the nation's transportation systems and sponsor more drug and alcohol testing of government employees than any other civilian agency. In FY 1999, the Department of Health and Human Services (HHS) reported that DOT's positive testing rate for drug use has been roughly half that of the government average. TASC conducts more than 15,000 drug and alcohol tests of DOT employees in safety-sensitive positions annually and provides the Department with effective and efficient awareness and testing programs nationwide.

TASCATAGLANCE

DRUG AND ALCOHOL AWARENESS/TESTING

WHAT WE DO BEST	WHY WE DO IT
Share our successful experience operating the most comprehensive internal drug and alcohol testing program in government.	Citizens look to DOT to ensure that the safe operation of America's transportation systems is not compromised by employee drug and alcohol use.

Citizens look to DOT to ensure that drug and alcohol use by workers in safety-sensitive positions does not compromise the safe operation of America's transportation systems.

AWARENESS, EDUCATION, AND OUTREACH

TASC's track record for high caliber education and testing services at competitive rates attracts non-DOT business as well. The District of Columbia's Department of Public Works (DCDPW) looked to TASC to provide advisory services in implementing its own substance abuse awareness and testing program for Commercial Drivers License holders in FY 1999 and contracted with TASC to provide training and testing services for 700 supervisors and employees in Washington, DC. This program will enable DC DPW to ensure compliance with the Federal Motor Carrier Safety Administration's testing regulations for CDL holders. In FY 2000, several DOD organizations will also rely on TASC for laboratory drug testing services in support of their own substance abuse programs.

STRATEGIC PARTNERS FOR HIGHWAY SAFETY

In FY 1999, TASC collaborated with the Office of National Drug Control Policy to survey Federal agencies and assess awareness and implementation of DOT rules for drug and alcohol testing of commercial drivers license holders. This survey produced the most comprehensive baseline data that has been available to date regarding Federal compliance with CDL testing requirements. TASC will follow up to assist agencies wanting to conduct position reviews to determine if their employees are subject to these rules and to develop awareness and testing programs that fit their needs in FY 2000.

SOME SPECIFIC SOLUTIONS AND SERVICES

Laboratory drug testing services
On-premises urine collection
Data collection, analysis, and management reporting
Employee awareness and education services
Computer-based supervisor training

SOME OF OUR PARTNERS AND CLIENTS

Federal Aviation Administration
Federal Highway Administration
U.S. Coast Guard
Federal Railroad Administration
Department of the Navy
DC Department of Public Works
Office of National Drug Control Policy

A DIVERSE AND

HIGHLY SKILLED

WORKFORCE

D OT's strategic plan commits the Department to sustaining a highly diverse workforce that has the skills and competencies needed to support its mission and goals into the 21st century. Emphasizing continuous learning and a need to accelerate workforce planning in a number of key occupations, DOT operating administrations have also sought to reinforce high performance and organizational excellence.

RESPONSIVE SERVICES

In FY 1999, a variety of DOT offices tapped TASC's expertise in diversity recruitment, position management, awards program design, performance plan development and pay and leave information to design programs and incentives that support their commitment to a diverse and highly skilled workforce. Other Federal agencies looked to TASC to provide human resources products and services in FY 1999 as well.

NASA and the Federal Emergency Management Administration (FEMA) expanded existing agreements with TASC to provide position classification and other services in FY 1999 and 2000. The Federal Trade Commission and the Comptroller of the Currency asked TASC to provide retirement counseling and case processing services for employees. Both the Department of Navy and the U.S. Coast Guard enhanced their general recruiting programs by relying on TASC's technical expertise and capacity to assist organizations, particularly where staffing constraints have eroded agencies' in-house ability to meet escalating demands for specialized services. In addition to the overall excellence of TASC's performance, what attracted these new customers most was the ease and speed at which TASC was able to execute interagency agreements and begin to deliver services.

TASCATAGLANCE

HR SERVICES	WHAT WE DO BEST	WHY WE DO IT
	Provide Federal agencies with quick turnaround and readily expandable professional human resource services and expertise.	Federal agencies deserve fast, convenient, and high quality human resource management services that are customer focused.

CUSTOMIZED LEARNING

In 1999, TASC reinvented what had been its Learning and Development business practice to dramatically reduce the cost and expand the range of course offerings by taking advantage of strategic partnerships with established educational institutions and Internet-based training opportunities. The Transportation Virtual University (TVU) will allow customers to choose from more than 600 available courses to tailor training programs that fit unique organizational needs. The curriculum includes information technology and a full range of business and management courses.

TASC worked with FTA, NHTSA, FHWA, FAA, MARAD, RSPA and Coast Guard to create customized workshops to link Individual Performance Plans to career development and strategic goals in FY 1999. *Encouraging Top Performance from Employees,* and a TASC-developed practical tool, *Evaluating Learning and Development Needs,* helped DOT managers and supervisors link individual employee development requirements to their organizational missions. TASC also provided career transition services for employees affected by the consolidation and relocation of FHWA field office personnel.

ACCESSIBILITY SERVICES

TASC became a significant partner in promoting the full inclusion of people with disabilities in DOT programs and initiatives, with the establishment of DOT's Disability Resource Center in 1999. The center provides comprehensive job accommodation services to employees throughout the Department and is a source for advice and assistance on program and facility accessibility as well as disability awareness. Sponsored by the Department's Office of Civil Rights, the scope of services is one of the most comprehensive in government and provides a mechanism for addressing one of the greatest stumbling blocks to reasonable accommodation – funding.
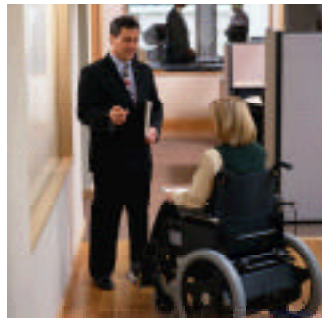
> **TASC became a significant partner in promoting the full inclusion of people with disabilities in DOT programs and initiatives with the establishment of DOT's Disability Resource Center in 1999.**

SOME SPECIFIC SOLUTIONS AND SERVICES	SOME OF OUR PARTNERS AND CLIENTS
Merit staffing	DOT Operating Administrations
Position classification	National Aeronautics and Space Administration
Benefits counseling and processing	Federal Emergency Management Agency
Diversity recruitment	Immigration and Naturalization Service
Performance plan development	Department of Treasury
Incentive awards program design	U.S. Customs Service
Retirement counseling and case management	

A DIVERSE AND

HIGHLY SKILLED

WORKFORCE

SPECIALIZED RECRUITING

TASC represents DOT at career fairs and Federal employment workshops to forge partnerships between potential employers, local and state social service organizations, and candidates for employment. In FY 1999, DOT organizations exceeded their goal for employing individuals making the transition from welfare to work. TASC helped eleven DOT operating administrations and the Surface Transportation Board successfully identify and place new Welfare to Work program participants in career track positions in FY 1999. In addition to matching promising applicants with job opportunities at the Department, TASC provided follow-up support to supervisors and established mentoring opportunities that contributed to the success of these new members of the DOT workforce.

DOT also reached out to students in an effort to increase their awareness of transportation issues and career opportunities in FY 1999 through the Garrett A. Morgan Technology and Transportation Futures Program. In partnership with area public schools, TASC participated in planning career day and other activities at Hine Junior High School, Eisenhower Middle School, and Cardozo, Spingarn, and Suitland High Schools. TASC also led a DOT-wide project to recruit tutors for the "DC Reads This Summer" program, a joint initiative of the White House and the Corporation for National Service.

TASC collaborated with the US Coast Guard and the FAA to create summer employment opportunities for minority college students. This highly successful approach led to a significantly expanded program of summer internships in every operating administration of the Department of Transportation, employing more than 60 African American, Hispanic, and Native American college students at DOT facilities across the nation in FY 2000.

TASCATAGLANCE

OUTSOURCING SERVICES

WHAT WE DO BEST	WHY WE DO IT
Provide ready access to top vendors of IT hardware, software, and technical support. TASC's streamlined acquisition process means task orders can be awarded in a matter of weeks, not months.	Program managers are being asked to do more, faster, and with fewer people. Outsourcing can bring enormous benefits – new applications, productivity improvements, access to new technology and skill sets, as well as process or infrastructure redesign.

INNOVATIVE PROCESSES

The acquisition of top-notch services has become a key component in the accomplishment of strategic mission objectives across Government. The significant rate of growth and change in the IT arena makes it more important than ever for Government agencies to have the ability to quickly acquire a broad range of services in a competitive environment.

TASC collaborated with the U.S. Coast Guard and the FAA to create a highly successful summer internship program for minority college students.

Acquisition Services provides the full gamut of procurement and grant services, including contract award, contract administration, close out activities, simplified acquisition, and purchase card functions. In addition, Acquisition Services is responsible for the implementation of the Information Technology Omnibus Procurement (ITOP) program. ITOP provides government agencies with highly responsive, state-of-the-art IT solutions that enable them to meet mission-critical program requirements.

The program is supported by a cadre of 36 prime information technology contractors who are world-class industry leaders. Government agencies reap the rewards made possible by an established and successful streamlined methodology for competitively awarding complex IT task orders and an experienced staff that is recognized as a "center of excellence" for effective IT services contracting.

The ITOP program provides acquisition services and support to 22 Cabinet-level departments and independent agencies. This premier multi-billion dollar program for obtaining information technology solutions has also been an excellent vehicle for promoting and encouraging the use of small and disadvantaged business. Fully 42% of the dollar value of contracts awarded under the ITOP program went to small disadvantaged businesses. The ITOP program is also an effective mechanism for implementing the requirements of the Federal Acquisition Streamlining (FASA) and Clinger-Cohen Acts.

SOME SPECIFIC SOLUTIONS AND SERVICES	SOME OF OUR PARTNERS AND CLIENTS
Information Technology Omnibus Procurement E-commerce tools ISO 9000 and CMM-based consulting Web-based applications development Dedicated Technical Support Services Transportation Virtual University (TVU)	DOT Operating Administrations, Environmental Protection Agency, National Archives & Records Administration, Securities and Exchange Commission, DOD Computer Center, Andrews Air Force Base, Unysis, SAIC, Signal Corporation, GTE, CSC, Lockheed Martin, Anteon Corporation, Cisco Systems, SRA International, EDS, AMTI, BellAtlantic,

SECURE,
RELIABLE,

AND COST
EFFECTIVE

DATA
SYSTEMS

The most expensive part of providing computer support isn't the cost of the hardware or software, it's the people it takes to keep things running properly. TASC enables the Department of Transportation to quickly embrace technology advances, integrate them into its business processes and move forward.

TASC offers a comprehensive set of information technology solutions, a broad portfolio of products and services, knowledgeable and experienced staff, and state-of-the-art technical support on terms and timeframes that are focused on customer satisfaction. In an environment where the availability of time and resources come at a premium, TASC provides everything DOT needs under one roof and eliminates the need for multi-vendor shopping for services.

DESKTOP MANAGEMENT

TASC has lowered the cost of PC support to customers by implementing one of the Federal government's most comprehensive and competitively priced

desktop management programs. Desktop support staff now respond faster and more effectively to individual customers by virtue of TASC's ability to rely on automation and remote control to resolve problems and service requests. Technicians access individual users' desktops remotely. With the click of a mouse, the technician can see what you see on your computer screen, diagnose, and often correct the problem "on the spot" or dispatch a specialist if there appears to be a hardware problem or other complication that can't be corrected remotely.

TASC AT A GLANCE

NETWORK SUPPORT SERVICES

WHAT WE DO BEST	WHY WE DO IT
Integration and on-site management of distributed networks and desktops. We add value by bundling together the services you want and need at a highly competitive price.	TASC recognizes the need to integrate new and existing hardware, packaged and custom software, and complex system networks.

IT SECURITY

TASC's Information Technology Security Service Bureau provides a full range of services to assist customers in protecting their digital information and assets from the various threats and vulnerabilities present in today's IT environments and networks. The Bureau offers a comprehensive range of IT security services, including risk analysis, security plan development, certification of sensitive systems and disaster recovery, as well as contingency planning, penetration testing and security reviews. These services ensure the integrity, confidentiality and availability of mission critical data and protect sensitive information from unauthorized access, use, modification, duplication, disclosure and destruction.

> **A software "filter" downloaded directly to TASC's Desktop Services customers meant not a single system was infected with the highly destructive Melissa virus in FY 1999.**

SECURITY TRAINING

Periodic IT security awareness training is a requirement for any organization with a need to protect sensitive mission critical data and communications. Providing this training in a traditional classroom or auditorium setting with a live instructor can strain agency schedules, productivity, and training budgets. To help reduce the costs associated with training all employees in critical computer security practices, TASC enabled its customers to take advantage of Internet capabilities and made computer-based security awareness training available at employee desktops at a fraction of the usual cost. This "distance learning" approach eliminated the costs associated with travel, classrooms and instructors, and the aggravation that scheduling conflicts create for managers and employees alike. The training can be completed at any time of day, any day of the year, from any place on the planet as long as an Internet connection is available.

ME SPECIFIC SOLUTIONS AND SERVICES

Local area network integration
Remote backup & recovery
Desktop configuration and integration
Help desk support

SOME OF OUR PARTNERS AND CLIENTS

DOT Operating Administrations, Environmental Protection Agency, National Archives & Records Administration, Securities and Exchange Commission, DOD Computer Center, Andrews Air Force Base, Unysis, SAIC, Signal Corporation, GTE, CSC, Lockheed Martin, Anteon Corporation, Cisco Systems, SRA International, EDS, AMTI, BellAtlantic, AT&T, MCI

SECURE, RELIABLE,

AND COST EFFECTIVE

DATA SYSTEMS

RELIABLE COMPUTER SYSTEMS

In addition to its work for DOT's operating administrations, TASC provided the primary source of Y2K support to a variety of non-DOT organizations (the Securities and Exchange Commission, the National Archives and Records Administration, the Environmental Protection Agency, and the Executive Office of the President). The expert work in this area over the past two years has created a new and significantly loyal customer base with continuing demand for its services. Now known as the Millenium Solutions Center, this enterprising organization is creating custom solutions for e-commerce, critical infrastructure protection, information security, data warehousing, electronic records management, and web-enabling of legacy applications.

DATA WAREHOUSING

TASC has developed the capability to put data warehouse/data mining software with advanced decision support capabilities to work on behalf of DOT and the travelling public. Unlike on-line "transaction" processing that enables users to retrieve and update individual records, data warehouse applications use on-line analytical processing queries to retrieve aggregated or summary data.

A well-designed data warehouse can provide answers in one or two seconds, or in many cases sub-seconds, instead of the hours or days that transaction processing has previously required. This capability reveals intelligence imbedded in a database that might otherwise go unnoticed but could significantly influence the decisions of business managers and government officials.

Data warehouse applications run from the simple to the very complex. At the heart of the application is the development of a multidimensional matrix that serves as the database for the analytical processing program.

TASCATAGLANCE

DATA CENTER AND TELECOMMUNICATIONS SERVICES	WHAT WE DO BEST	WHY WE DO IT
	Integrate "best-of-breed" information solutions and technology into systems that support our customers' most critical business operations.	High-end decision support and data warehouse applications are transforming the way users access information. Using these powerful new applications requires an enterprise computing system that goes way beyond support for traditional transaction processing applications.

TASC gathers the data from various sources, purifies, transforms and formats it, and establishes links between related elements, then defines the outline of the matrix and loads the refined data into it.

TELECOMMUNICATIONS SERVICES

In support of DOT's worldwide mission to promote and ensure transportation safety, TASC provides telephone system integration services, wireless technology, conferencing capabilities, and Intermodal Data Network support. In addition to providing service to nearly a thousand new FHWA and USCG workstations in northern Virginia, TASC also expanded its base of non-DOT wireless communications customers in FY 1999.

DOT's operating administrations as well as the U.S. Census Bureau, Department of Education, the Health Care Financing Administration, and DOD's Computer Forensics Laboratory, Information System Agency, and U.S. Air Force identified TASC as a provider of superb service, leading edge technology, and competitive rates. In FY 1999, TASC upgraded Departmental paging systems and cellular equipment to provide the U.S. Coast Guard, NTSB and Office of the Secretary with guaranteed communications capability anywhere on the globe.

Information Operators provided internal directory assistance for more than a quarter of a million telephone calls coming into DOT's main switchboard in FY 1999. These operators also scheduled more than 5,000 teleconferences on behalf of DOT customers in FY 1999. "Meet-Me" conferences enable participants to get linked together by calling an assigned number. DOT operators can also call individual participants to link them to "console" conferences.

T RANSPORTATION INTELLIGENCE

TASC's data warehouse project team is equipped with the critical skills needed to design and develop data mining applications – as demonstrated by "proof of concept" demonstrations using airline data provided by the Bureau of Transportation Statistics. This capability is a powerful tool for any number of analytical and policymaking challenges facing agencies that need to identify or anticipate the impact of economic, legislative, or regulatory actions.

SOME SPECIFIC SOLUTIONS AND SERVICES

24x7x365 operations
Enterprise-class environment
Data mining and warehousing
Worldwide satellite-based cellular telephones/pagers/radios

SOME OF OUR PARTNERS AND CLIENTS

DOT Operating Administrations, Environmental Protection Agency, National Archives & Records Administration, Securities and Exchange Commission, DOD Computer Center, Andrews Air Force Base, Unysis, SAIC, Signal Corporation, GTE, CSC, Lockheed Martin, Anteon Corporation, Cisco Systems, SRA International, EDS, AMTI, BellAtlantic, AT&T, MCI

One in seven jobs in America is related to transportation and it is critical for citizens and policymakers to have immediate access to the transportation information that is important to them. Easier access dramatically reshapes the transportation policy debate, significantly increases the accessibility of public policy information to citizens, and provides an easy way for interested parties to actively participate via the Internet from their home or office computers. The advent of a variety of DOT's most innovative information management systems has the potential to build even stronger partnerships – involving government, citizens, and industry representatives – that are more convenient, cost less and work better.

REGULATORY TOOLS

DOT's Dockets Management System features nearly 1 million pages of on-line DOT regulatory and adjudicatory information that can be accessed faster and easier than ever, anywhere and any time that access to the Internet is available. DOT is the first Federal government agency to advance public participation in this way. As well as improving the level in service in FY 1999, TASC saved $400,000 in the first year of consolidated service and now saves DOT organizations more than $1 million a year in recurring operating expenses.

RESEARCH TOOLS

The On-line Publications Database is a new Internet application that provides customers access to electronic versions of DOT publications that were previously stored in the TASC warehouse. On-line publications are a production-oriented solution for storing, accessing, and printing documents on demand. Paper masters are transformed in digital image files, structured into electronic documents, registered and stored into a digital database that can be searched, viewed, downloaded or printed from the Internet.

TASCATAGLANCE

INFORMATION

SERVICES

WHAT WE DO BEST	WHY WE DO IT
Provide easy access to transportation data and information in support of DOT's educational, regulatory, research and policy missions and activities.	To build stronger partnerships and better communication among Departmental policy makers, citizens, industry representatives and other interested parties.
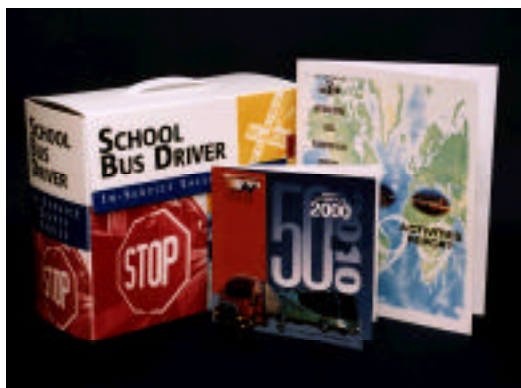
The On-line Public Access Catalog is a database of 80,000 bibliographic records and 150,000 items representing material available from the DOT Library collection. Many are hyperlinked to full-text publications available on the Internet, making them immediately available to Library customers.

Digital Special Collections preserves items of interest to DOT researchers and the transportation community and provides customers with easy access to those collections. TASC works with its DOT partners, continues to identify other information that customers want in digital format and will add a collection of historical briefs of railroad cases in FY 2000.

DOT's Library provides hot-links to databases that represent the most comprehensive collection of transportation-related data and information available anywhere on the planet.

TASC piloted two research and reference training courses at the FAA Library – one for attorneys and one for technical researchers. The training assists customers who perform targeted on-line research, accessing the Library's 150 electronic databases, searching the on-line Public Access catalogue, and conducting historical research on FAA Specification and Order databases. In January 1999, TASC also began offering monthly training in how to use Lexis/Nexis and the on-line reference information databases that are available to employees at their desktops.

PRINTING, GRAPHICS, AND DISTRIBUTION SERVICES

TASC's Printing, Graphics, and Distribution Services provide a complete range of reproduction services, from initial design through printing, high speed duplicating, binding and finishing. In FY 1999 TASC printed over one billion pages of information and produced over 1,600 graphics projects for our DOT customers. We provide fully integrated services, including pre-publication technical consultation and planning, design, printing, binding, and distribution. We maintain over 160,000 mailing lists and saved customers over $300,000 in postal discounts. We also provide customers with desktop access to over 6,000 Departmental publications via the Internet.

SOME SPECIFIC SOLUTIONS AND SERVICES	SOME OF OUR PARTNERS AND CLIENTS
Docket system development and management	DOT's Operating Administrations
Library operations	Transportation Research Board
Digital publication services	Government Printing Office
Warehouse and distribution services	Department of Treasury
In-house and contract printing and graphics	General Services Administration

STEWARDS

OF THE PUBLIC'S

RESOURCES

T he Federal Transit Administration, local transportation authorities, and TASC have joined together in an effort to create more livable communities by making it more attractive for Federal employees across the country to rely on mass transit alternatives for commuting to work. Reducing the number of motor vehicles on our nation's highways reduces traffic congestion and air pollution, increases mobility, and enhances the quality of life for all citizens.

TURN-KEY PROGRAMS

TASC has set the standard for efficient management of transit benefit programs and positioned itself as the provider of choice for distributing fare media to government employees nationwide. TASC's program of financial management and distribution of transit benefits makes it easy and cost-effective for other government agencies to participate and serves as a model for government-wide financial accountability.

> **DOT's transit benefit program distributed $3.5 million in fare media to 5,000 DOT employees in 1998. Just one year later, TASC distributed $6 million in fare media to nearly 18,000 Federal employees in 26 cities nationwide.**

With more than eight years of experience, TASC provides a "turn key" solution that transforms an agency's program from the earliest design stage to full implementation and provides a vehicle for virtually unlimited expansion. TASC provides a cost-effective solution that saves agencies thousands of dollars in the time, energy, development and coordination costs associated with developing a new program.

The Securities and Exchange Commission was TASC's first external customer, followed closely by the U.S. House of Representatives and Department of Commerce. Eight additional Federal agencies joined those organizations in avoiding the cost of developing their own programs and lowering their operating costs year after year by taking advantage of the economies of scale that partnering with TASC's network of customers made possible.

DOT's transit benefit program distributed $3.5 million in fare media to 5,000 Department employees in 1998. Under TASC's stewardship, that program has grown dramatically over the past year, disbursing $6 million in fare media in FY 1999 to nearly 18,000 Federal employees in 26 cities nationwide.

TASCATAGLANCE

TRANSIT BENEFITS

WHAT WE DO BEST	WHY WE DO IT
Make it easy for nearly 24,000 government employees in 26 cities nationwide to adopt alternatives to single passenger vehicles for commuting to work.	DOT is committed to creating more liveable communities by improving mobility, reducing congestion, and lowering pollution levels.

SPACE PLANNING

TASC has dedicated itself to providing the tools and expertise the Department of Transportation needs to make strategic, responsible, customer-friendly housing decisions for its facilities across the nation. Whether it's the expansion of a single mode's field operations or an administrative center to support a variety of DOT activities in a particular region of the country, TASC has the knowledge base and expertise to identify requirements and deliver state-of-the-art space planning solutions for the Department's operating administrations.

In FY 1999, TASC real estate specialists helped a cross-modal team develop an action plan that included the development of a co-location marketing strategy, a review of potential co-location opportunities, and improvements in the field study development process. Recommendations for housing DOT organizations in Denver, Chicago, Fort Worth, Los Angeles, San Francisco, and Philadelphia were developed over the course of the fiscal year, with most office space consolidations expected to be complete in FY 2000.

FY 1999 also saw significant progress in DOT's efforts to obtain a new headquarters office facility to house employees in Washington, DC. In April, TASC awarded a contract to obtain advanced real estate consultant services and worked with DOT's operating administrations and the Gensler architectural firm to develop workstation standards and space requirements. A strategic acquisition plan outlining the

SOME SPECIFIC SOLUTIONS AND SERVICES	SOME OF OUR PARTNERS AND CLIENTS
Program design	U.S. House of Representatives
Database management	Department of Commerce
Fare media acquisition and distribution	Department of Education
Financial control and accountability	Comptroller of the Currency
	Securities and Exchange Commission
	Health and Human Services
	Department of Agriculture Internal Revenue Service

STEWARDS

OF THE PUBLIC'S

RESOURCES

competitive process for selection of the new facility was finalized, as was a Memorandum of Agreement between DOT and GSA that detailed each party's overall expectations for the project.

An advertisement seeking interested parties to participate in the procurement of 1.1 million occupiable square feet of space in the central employment area of Washington, DC appeared in the Washington Post on May 17, 1999. The procurement process was officially under way in November and is expected to result in the identification of a successful offeror by the close of FY 2000.

FACILITY OPERATIONS

TASC demonstrated its ability to anticipate and manage major facility operations challenges with the successful completion of two major efforts in FY 1999: an office space "restacking" project at DOT headquarters and preparations made in anticipation of the Y2K rollover.

In partnership with virtually every operating administration within DOT, TASC completed its efforts to consolidate fragmented modal office space at headquarters. TASC provided the expertise in space planning, office alterations, and logistics support that made it possible for thousands of DOT managers and staff to take advantage of more contiguous and efficient working environments.

CONTINGENCY PLANNING

TASC engaged in an intensive effort to conduct a complete inventory of its mission-critical facilities systems at headquarters and completed an action plan to mitigate any possible interruptions in service that might result from the changeover to the Year 2000. As a result of its efforts, DOT headquarters now has a fully conditioned electrical system with an uninterruptable power supply that will not lose power until back-up generators come on-line to provide emergency power.

> **TASC partners with an independent hygiene firm to test and report air quality conditions each quarter. As a direct result of its demonstrated experience and expertise in this area, the FAA and the Department of Interior have asked TASC to perform indoor air quality assessments and industrial hygiene services at their facilities.**

TASCATAGLANCE

FACILITY AND SPACE MANAGEMENT

WHAT WE DO BEST	WHY WE DO IT
Manage the space and physical conditions of DOT's headquarters to ensure that requirements for building operations, maintenance, cleaning and alterations are met.	To provide the comfortable, healthy and safe working environment that 5,000 DOT employees expect and deserve.

DOT now knows more about its headquarters building, its systems and customer needs than ever before. Changes made to the building and its systems over the years that had never been recorded on building blueprints and enhancements made in preparation for the Y2K rollover are now documented and up-to-date. "Tabletop" exercises and operational tests were conducted to gain actual experience with how building systems actually performed in a variety of scenarios. TASC now has the advantage of being able to integrate the information it acquired as a result of these efforts and incorporate that knowledge in responding to future customer requests for alterations or service.

TASC made it easier for people with disabilities to conduct business at DOT's headquarters by installing TTY phone connections and other aids to accessibility throughout the building.

By integrating historical information in responding to new customer requests, TASC can point out how some changes may compromise important building or program infrastructure investments and suggest alternatives for avoiding those unanticipated consequences. Integrating facilities information enhances customer services and provides a legacy to the next generation of DOT managers and employees – a legacy TASC was able to build with and for its DOT customers.

TASC responds to customer requests for building services within 1 minute of being notified. Facility managers identified and took action to resolve 69% of all service problems even before customers encountered them and 92% of all service calls were resolved within 48 hours.

SOME SPECIFIC SOLUTIONS AND SER VICES	SOME OF OUR P ARTNERS AND CLIENTS
Space planning	DOT's Operating Administrations
Lease negotiation and management	General Services Administration
Alteration management	National Archives and Records Administration
Logistics support	Department of Interior
Indoor air quality and industrial hygiene services	
Inventory management	
Physical security services	

TASC

FINANCIAL

PROFILE

Statement of Revenue and Expenses (in thousands of dollars)

Revenue

Operating Expenses

Personnel Compensation

Personnel Benefits

Benefits for Former Personnel

Travel & Transportation of Personnel

Transportation of Things

Rent, Communication and Utilities

Printing and Reproduction

Other Contractual Services

Supplies and Materials

Depreciation Expense

Non-Capitalized Equipment

Insurance Claims & Damage

Interest Penalties

Total Operating Expenses

Net Profit/(Loss)

N OTES ON FINANCIAL STATEMENTS

TASC revenue increased $40.9 million to $181.1 million for fiscal year (FY) 1999. This is a 29% increase over FY 1999 and marks the third straight year that TASC has increased revenue by more than 29% annually. The areas that saw the greatest increase in revenue included the Information Technology Omnibus Procurement (ITOP) program, the Year 2000 Service Bureau, and Special Transit Services to non-DOT Customers.

Statement of Revenue and Expenses: A narrow application of government accounting procedures caused TASC to record an operating loss of $354,000 at the end of 1999, even though it had approximately $131,000 in pre-paid postage and $683,000 in transit fare media that had been recorded as an expense rather than an asset.

FY 1999	FY 1998	FY 1997
181,138	**140,205**	**108,627**
16,544	15,617	15,672
3,298	6,546	6,102
876	1,009	2,381
395	453	318
266	305	357
16,042	18,197	8,113
(25)	74	458
132,191	88,910	68,421
3,132	1,870	3,060
3,383	2,697	3,768
5,344	5,420	2,242
0	49	0
46	7	1
181,492	**141,154**	**110,893**
(354)	**(949)**	**(2,266)**

Systems Development - Pooled Services and Learning and Development were the primary contributors to the reported loss, resulting in action to close down the Systems Development - Pooled Services line of business and restructure TASC's Learning and Development business practice.

Assets: Cash on hand was reduced by approximately $5 million in FY 1999 (both as a result of increases in Accounts Receivable and Prepayments.) Increases in Accounts Receivable are primarily attributable to better advance estimates and overall increases in TASC services. The increase in reported prepayments is attributable to delays in clearing OPAC charges. The decrease in fixed assets is due to the increase in accumulated depreciation.

Liabilities: Advances from Others decreased by $2.4 million as a result of TASC's improved ability to develop advance estimates. Other liabilities remained relatively constant.

Capital: Overall equity remained relatively constant as a result of TASC's ability to sustain a near breakeven position as the result of operations.

TASC

FINANCIAL

PROFILE

Billing YTD Summary by Service Activity by Customer

SERVICE ACTIVITY	OST	USCG	FAA	FRA	NHTSA	FTA
CUST SVC REVENUE						
DRUG & ALCOHOL PROG	63,064	36,836	2,581,860	28,653	478	131
DOT CONNECTION	41,723	180,242	307,087	44,365	65,141	33,063
DISABILITY PLAN PROJECT	767	7,771	68,155	965	825	660
DISABILITY RES CNTR	5,028	53,604	292,092	6,924	5,778	4,800
TASC FITNESS CENTER	26,510	4,981	25,785	10,070	27,702	13,987
MOTOR POOL	290,595	90,603	55,364	50,016	40,969	16,880
PERSONAL PROPERTY	143,548		408		140	413
PARKING MGMT	19,685	14,411	48,657	2,215	12,489	6,422
TRANSIT BENEFITS	169,085	613,096	1,632,264	152,877	181,523	141,549
SPECIAL TRANSIT SVCS						
EMPLOYEE PKG FEES	0	0	0	0	0	0
BUILDING DELEGATION						
SHUTTLE BUS	4,345	191,246	13,334	682	1,786	1,699
SPECIAL SHUTTLE SVCS			24,017			
FACILITIES SVC NASSIF	517,866	51,333	266,691	25,203	313,727	195,325
SPEC-FACILITIES SVC			30,190			1,003
OVERTIME UTILITIES	56,686	3,275	1,343		37,035	6,093
CONTRACT LABOR SUPPORT	47,714	2,512	11,446	4,124	26,382	23,240
MAIL	103,153	409,845	656,769	48,361	111,249	57,458
POSTAGE	141,292	336,336	651,307	42,640	494,898	63,486
SATELLITE COPIERS	145,793	283,688	115,742	105,118	96,045	32,489
COIN OPERTED COPIER						
INHOUSE PRINTING	167,504	438,016	590,818	54,750	322,412	69,864
PRINTING-CONTRACTED	154,244	2,292,761	1,814,069	115,218	2,375,948	137,930
COPY CENTERS	142,336	483,957	273,607	2,525	80,196	87,014
INITIAL DISTRIBUTION	38,116	311,533	540,630	10,653	112,806	19,247
SUBSEQUENT DISTRIBUTION	9,578	328,955	798,149		323,467	5,711
LIBRARY	123,748	499,261	1,581,862	60,047	192,114	115,114
PHOTOGRAPHY	38,650	5,951	12,831	3,254	14,970	4,453
GRAPHICS	137,700	52,746	82,350	56,653	660,959	102,677
WAREHOUSE	93,069	68,329	163,876	24,724	165,298	38,516
DOCKET MGMT SYS OPER	804,639	73,769	736,884	34,078	120,876	3,809
DOCKET MGMT DEVELOPMENT	183,169	2,561				
MEDIA CENTER	39,665	136,410	224,476	17,412	32,700	20,541
MULTIPURPOSE COMPUTER CTR TRAINING	270	1,080	6,195	4,050	5,225	5,940
TRAINING & ORG DEVEL	8,353	2,045	19,735	36,050	25,620	33,430
SPACE MANAGEMENT	112,568	263,015	428,352	42,001	71,049	42,847
TASC RENT						
OST PROTECTION	396,640					
OST TRANSPORTATION	104,341					
PASSPORTS & VISAS	3,250	27,338	86,768	443	884	725
BLDG SECURITY - NASSIF	193,626	31,807	169,390	(855)	180,395	113,734
BLDG SECURITY - FOB10A			1,075,265			

| | | | | FOR THE PERIOD OCTOBER – SEPTEMBER, FY 99 | | | | | |
SLSDC	RSPA	MARAD	OIG	FHWA	BTS	STB	SUB-TOTAL	OTHER	TOTAL
							0	5,440	5,440
4,417	9,651	4,306	6,227	27,759	1,865		2,765,247	1,100	2,766,347
1,285	33,277	27,442	13,480	103,579	2,199	970	853,853	(2)	853,851
214	1,171	1,312	594		58		82,492	0	82,492
1,428	8,382	5,856	3,474	34,500	432		422,298	0	422,298
816	7,005	14,109	5,751	37,523	1,314		175,553	187,774	363,327
80	26,085	14,941	19,787	54,553	2,499	283	662,655	2,740	665,395
	1,271		410	2,927		24,138	173,255	0	173,256
568	3,079	8,191	1,868	15,391	433		133,409	0	133,410
4,662	107,696	146,158	109,154	425,847	16,669		3,700,580	0	3,700,579
							0	2,308,512	2,308,512
0	0	0	0	0		0	0	780,714	780,714
							0	3,470,279	3,470,279
	3,027	1,276	324	2,813	214		220,746	0	220,746
							24,017	0	24,017
15,320	149,610	268,678	109,003	542,447	72,958	224	2,528,385	0	2,528,384
							31,193	6,000	37,193
	11,434	19,371	13,381	38,184	609		187,411	0	187,411
353	23,075	5,786	12,672	37,317	4,458	653	199,732	0	199,732
2,233	41,833	64,343	35,456	246,769	8,405		1,785,874	0	1,785,874
870	177,129	67,778	912	461,076	99,018		2,536,742	884	2,537,626
5,437	42,671	81,566	48,537	147,262	16,281	25,925	1,146,554	0	1,146,553
							0	26,934	26,934
1,609	47,893	64,195	32,911	105,629	5,511		1,901,112	0	1,901,113
14,728	269,132	90,703	25,911	102,796	168,234	285	7,561,959	73,221	7,635,180
1,346	49,552	65,719	20,074	254,419	11,394		1,472,139	668	1,472,807
5,212	65,883	2,895	3,970	164,955	2,640		1,278,540	0	1,278,539
	89,474			104,937			1,660,271	0	1,660,272
721	138,740	190,023	91,816	399,073	42,868	0	3,435,387	95,982	3,531,369
2,632	5,254	6,706	802	14,461	561	18	110,543	2,235	112,778
23,025	46,655	38,199	15,947	1,160	5,670	954	1,224,695	40,907	1,265,602
	64,319	24,156	11,089	169,765		1,629	824,770	0	824,769
	94,416	37,887		98,224			2,004,582	(35)	2,004,547
							185,730	0	185,730
1,180	12,809	25,608	11,392	65,492	3,010	0	590,695	248	590,601
	1,620	46,820	540	106,155	7,245		185,140	3,275	188,415
	4,300	1,590	770	15,690	1,165		148,748	5,950	154,698
3,389	31,954	61,728	23,481	121,038	8,957	0	1,210,379	0	1,210,380
	4,277		7,127				11,404	0	11,404
							396,640	0	396,640
							104,341	0	104,341
	245	1,220	313	6,208			127,394	0	127,393
4,515	74,455	132,210	76,452	344,006	16,190		1,335,925	0	1,335,927
							1,075,265	0	1,075,265

TASC

FINANCIAL

PROFILE

Billing YTD Summary by Service Activity by Customer

SERVICE ACTIVITY	OST	USCG	FAA	FRA	NHTSA	FTA
BLDG SECURITY - TPT		954,699				
OTHER SECTY & INVSTGTNS	89,714	377,011	570,695	43,365	83,558	52,777
PERSONNEL SECURITY	32,706	21,456	9,892	13,803	14,046	10,356
ADJUDICATIVE SERVICE		188,370				
APPLICATNS-POOLSVCS	95,545	41,100	22,539	332	3,611	6,639
APPLICATNS-DEDICATED	12,092	364,966	195,888	894	8,334	2,755,210
DED INFO SVCS N-DOT						
IPPS OPERATIONS	53,081	550,598	4,858,967	67,264	57,299	46,711
CPMIS	5,607	59,216	538,796	7,249	6,175	5,035
TECHNOLOGY GROUP	5,700					
TELECOM ADMIN/SERVICES	1,049,221	2,869,982	4,356,522	349,685	950,224	538,221
TASC COMPUTER CENTER	276,339	2,838,397	157,373	15,574	54,860	389,839
OA SERVICES	1,778,302	298,307	299,307	159,396	159,471	87,628
YEAR 2000 SVC BUREAU	116,619	1,178,453	10,710,756			4,647
SECURITY SVC BUREAU	8,250				17,556	
ITOP	3,365	86,520	172,554			4,614
PROCUREMENT OPNS	250,985	3,877		180	12,695	1,668
PROCUREMENT NON DOT						
ITOP-NONDOT CONTRACT						
DEPARTMENTAL PROGRAM	112,366	144,554	191,813	10,872	13,729	11,026
SIGN LANGUAGE INTERP	11,204	33,696	34,085	7,294	22,683	25,831
PERSONNEL OPERATIONS	1,324,086			1,768		
FED LAB CONSORTIUM	0	1,356	9,278	1,130	4,109	0
SINGLE AUDIT CLRGHSE	0	0	36,375	0	36,375	36,375
CONSOLIDATED FED FUNDS RPT	0	9,969	9,969	0	0	9,963
UNEMPLOYMENT COMP	3,102	247,249	390,041	28,493	14,601	24,986
WORKER COMP INFOR SYS	429	23,692		2,029	352	257
WHITE HOUSE SAF COUNCIL	9,919	134,007	117,154	15,890	57,590	
AERON CHRT AUTO BRAN						
AERONUTICAL INFO BR						
ENROUTE NAVIGA BRANC						
FEMA COOP FACILITY	9,131	39,818	59,880	4,646	8,632	5,642
FOB 10B STARTUP			34,504			
PRGRM & PRDCT MGT ST						
REQUIREMNTS & TEC ST						
REPRODUCTION DIV HQ						
DISTRIBUTION DIV						
VISUAL CHART BRANCH						
DAFIS OFM	719	21,268	34,808			1,304
DAFIS SERVICES	2,896	90,815	160,583	3,020	24,209	2,297
DAFIS-PRODUCTION	4,581	135,543	221,828			8,312
DAFIS-PROD-MAINT	34,101	1,069,798	1,891,661	35,579	24,209	27,106
DAFIS OPERATIONS		14	20			
DELPHI IMPLEM	67,561	2,028,400	3,586,167	67,249	24,209	37,831
TOTALS	**9,885,941**	**21,112,444**	**41,170,276**	**1,818,928**	**7,699,613**	**5,494,525**

FOR THE PERIOD OCTOBER – SEPTEMBER, FY 99 (CONT'D.)									
SLSDC	RSPA	MARAD	OIG	FHWA	BTS	STB	SUB-TOTAL	OTHER	TOTAL
						954,699	0	954,699	
2,117	34,584	61,235	35,367	159,492	7,432		1,517,347	0	1,517,348
1,149	18,036	29,686	57,649	9,892	1,149	1,149	220,969	0	220,971
							188,370	0	188,370
47	2,958	6,048	263,761	30,735	44		473,359	(22)	473,337
260	28,481	32,964		21,659			3,420,748	250,176	3,670,924
							0	1,467,840	1,467,840
0	82,235	90,473	43,502	335,782	4,360	0	6,190,272	37,850	6,228,122
796	8,795	9,661	4,701	36,035	470	1,274	683,810	3,030	686,840
							5,700	9,892	15,592
31,115	513,040	602,439	311,356	1,537,483	166,085		13,275,373	713,813	13,989,186
437	20,195	52,848	2,560	10,515,400	966,378	0	15,290,200	525,772	15,815,972
	246,212	157,846	99,184	253,577	87,628		3,626,858	469,877	4,096,735
							12,010,475	9,860,203	21,870,678
				60,000			85,806	0	85,806
	1,670			55,212	837		324,772	1,482,691	1,807,463
	2,677		19,943	2,060	268,509	2,734	565,328	77,705	643,033
							0	2,469,422	2,469,422
							0	36,123,465	36,123,465
2,637	11,314	12,673	4,681	26,944	3,220	453	546,282	0	546,281
	1,473			113,798			250,064	29,004	279,068
	5,282				115,696		1,446,832	260,830	1,707,662
0	0	0	0	13,167	0	0	29,040	0	29,040
0	0	0	0	36,375	0	0	145,500	0	145,500
0	0	0	0	29,900	0	0	59,801	0	59,800
53,747	3,333	22,581	0	82,243	0	0	870,376	9,568	879,944
763	506	11,275	506	3,079			42,888	0	42,889
	10,931	9,919		126,110			481,520	0	481,521
							0	158,375	158,375
							0	6,456	6,456
					836		836	569	1,405
161	3,649	6,301	3,488	16,252		2,315	159,915	836	160,751
							34,504	0	34,504
							0	9,893	9,893
							0	32,394	32,394
							0	428,962	428,962
							0	15,300	15,300
							0	333	333
	371	1,408	185	13,087	94		73,244	862	74,106
	1,824	4,337	957	63,211	67	280	354,496	3,218	357,714
	2,361	8,973	1,181	83,404		189	466,372	5,905	472,277
	21,493	51,087	11,278	744,757	801	3,335	3,915,205	39,668	3,954,873
				8			42	0	43
	40,263	97,656	20,420	1,391,574	1,484	5,578	7,368,392	76,524	7,444,916
189,269	2,709,057	2,790,182	1,584,344	20,013,191	2,125,947	72,386	116,666,103	64,471,847	181,137,950

TASC

FINANCIAL

PROFILE

ASSETS

	FY 1999	FY 1998
Cash	19,102	24,785
Accounts Receivable	18,946	14,476
Travel Advances		
Other Advances	50	59
Other Assets:		
Prepayments 1/	3,775	374
Fixed Assets:		
Equipment - Personal Property	25,954	24,854
Less: Accumulated Depreciation	(19,268) 6,686	(16,010) 8,844
Automated Data Processing Software	1,551	1,495
Less: Accumulated Depreciation	(753) 798	(658) 837
Leasehold Improvements	787	787
Less: Accumulated Depreciation	(717) 70	(686) 101
Total Assets	**49,427**	**49,476**

LIABILITIES

	FY 1999	FY 1998
Accounts Payable:		
Government Agencies	5,530	3,503
Commercial Vendors	16,508	17,730
Accrued Liabilities:		
Advances from Others 2/	651	512
Advances from Others - WCF Operations 3/	4,995	7,444
Other Accrued Liabilities - Unclassified	1,828	590
Salaries and Wages	1,835	1,331
Annual Leave	1,576	1,509
Actuarial Liabilites (Unfunded) 4/	467	857
Total Liabilities	**33,390**	**33,476**

CAPITAL

	FY 1999	FY 1998
Equity		
Equity for Capital Investments		
Investments Made	10,538	10,120
Available for Investments	9,435	9,852
Total Equity for Capital Investments	**19,973**	**19,972**
Special Project: Docket Management Systems[2]		
Results from Operations		
FY 1998/1997 and Prior	(3,115)	(2,166)
FY 1998	(951)	
FY 1999	(354)	
Future Funding Requirements [4]	(467)	(857)
Total Results from Operations	(3,936)	(3,974)
Total Equity as of 09/30/99	**16,037**	**16,000**
Total Liabilities and Capital	**49,427**	**49,476**

1   *Represents the net of prepayments to and refunds due DOT organizations and other government agencies.*

2   *Includes monies collected for Employee Parking Fees.*

3   *Represents customers' advance balances.*

4   *Represents unfunded Federal Employees' Compensation Act charges.*

TRANSPORTATION
ADMINISTRATIVE
SERVICE CENTER

U.S. DEPARTMENT OF TRANSPORTATION

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TASC Service / Value / Success